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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2 2016/2017 SESSION

BBB1014 – UNDERSTANDING MANAGEMENT (All sections / Groups)

6 MARCH 2017
9.00AM – 11.00AM
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This Question paper consists of 9 pages with **TWO (2)** sections.
2. Attempt **ALL** questions in Section A and in Section B. There are **FORTY (40)** multiple choice questions in Section A and **THREE (3)** questions in Section B.
3. Please write all your answers in the Answer Booklet provided.

Section A: Attempt all questions

1. Which of the following refers to the amount of resources used to achieve an organization's goal?
 - a. Effectiveness
 - b. Synergy
 - c. Performance
 - d. Efficiency
 - e. Management

2. The _____ is the department manager's tool for daily and weekly operations.
 - a. conventional goal
 - b. strategic goal
 - c. strategic plan
 - d. operational plan
 - e. targeted plan

3. Which model of decision making is associated with satisficing, bounded rationality, and uncertainty?
 - a. classical
 - b. administrative
 - c. quantitative
 - d. rational
 - e. political

4. _____ includes all elements existing outside the boundary of the organization that have the potential to affect the organization.
 - a. Organizational environment
 - b. Internal environment
 - c. Task environment
 - d. General environment
 - e. Technological environment

5. Which of the following is the basis for grouping positions into departments and departments into the total organization?
 - a. Departmentalization
 - b. Centralization
 - c. Decentralization
 - d. Formalization
 - e. Specialization

Continued...

6. The adoption of a new idea or behavior by an organization is known as organizational _____.

- change.
- development.
- structure.
- intervention.
- responsibility.

7. _____ refers to the activities undertaken to attract, develop, and maintain an effective workforce within an organization.

- Human resource management
- Recruitment
- Talent search
- Strategic management
- Operations Management

8. Which of the following refers to the highest level in a hierarchy of manager capabilities?

- Interactive leadership
- Creative leadership
- Level 5 leadership
- Postheroic leadership
- People-oriented leadership

9. All well-designed control systems involve the use of _____ to determine whether performance meets established standards.

- opinions
- advice
- consultants
- benchmarks
- feedback

10. Communication is defined by the text as the process by which information is:

- shared.
- exchanged and understood by two or more people, usually with the intent to motivate or influence behavior.
- received.
- transmitted to others.
- stored.

Continued...

11. Patricia Ranger is the Director of Marketing at Get Moving Transporters Sdn Bhd. She can be best described as a:

- best manager.
- project manager.
- general manager.
- first-line manager.
- functional manager.

12. Which of the following roles are assumed by people and/or departments that link and coordinate the organization with key elements in the external environment?

- Figurehead
- Liaison
- Boundary-spanning
- Disturbance handler
- Leader

13. "To be the best company to work for whereby employees are treated as part of a big family" is an example of a statement you are most likely to find in the organization's

- mission
- strategic goals
- tactical goals
- strategic plans
- tactical plans

14. Bina Emas Sdn Bhd has a policy that states that more than three absences in a six-month period shall result in a suspension. Cheong, the manager, has just decided to suspend one of her shift employees for violating this policy. This is an example of

- a programmed decision.
- a nonprogrammed decision.
- an insignificant decision.
- poor management.
- personal grudge.

15. Emas Utama Corporation has a finance department, a marketing department, and a production department. Emas Utama

- uses a functional structure.
- has a geographic structure.
- uses a divisional structure.
- uses product-based structure.
- uses a matrix structure.

Continued...

16. Which of the following means using computers and telecommunications equipment to do work without going to an office?

- Telecommuting
- Social Loafing
- New social contract
- Outsourcing
- Realistic Job Preview

17. All of the following are changes that are reshaping our workforce EXCEPT:

- aging workforce.
- growth in Hispanic and Asian workers.
- women outnumbering men
- growth in foreign-born population.
- younger workforce

18. Recently, Dianaz Boutique was attempting to hire a manager for its latest outlet in the Klang Valley. The top management was looking for an intelligent, active, and creative individual. Which approach to leadership was Dianaz using?

- The contingency approach
- The situational approach
- The trait approach
- The behavioral approach
- The substitute approach

19. A manager might use ____ as a type of communication.

- meetings
- telephone conversations
- talking informally
- meetings and telephone conversations
- all of these

20. Dr. Qing is a manager at Jensen Biomedical H Group. On a regular basis Dr Qing and his subordinates set individual and organizational goals. This process is similar to which component of the control model?

- Taking corrective action when necessary
- An information system
- Establishing performance standards
- Engaging strategic analysis
- None of these

Continued...

21. Bryan, who works in the human resource department, is interested in gathering data on the projected number of resignations and retirements over the next ten years. He is most likely to perform which of the following activities?

- Choosing a recruiting source
- Selecting an employment candidate
- Human resource planning
- Welcoming new employees
- Downsizing

22. Josephine would like to become part of an elite manager network at her company so she can get access to general and line management experience to help her succeed within the company. However, she learns that the manager network is made up exclusively of men. This demonstrates which factor affecting women's careers?

- Female advantage
- Opt-out trend
- Glass ceiling
- Glass wall
- Opaque ceiling

23. Ryan is a manager at Steve's Stoneworks, Sdn Bhd. Which of the following leadership styles is best for Ryan, if his subordinates are considered to be highly ready based on Hersey and Blanchard's interpretation?

- Participating
- Delegating
- Selling
- Telling
- Forcing

24. When informing your staff of the date for the company picnic, a _____ would be most practical and successful.

- memo
- telephone
- video conference
- face-to-face contact
- newspaper notice

25. Focusing on how well resources and human capital are being managed for the company's future refers to which component of the balanced scorecard?

- Customers
- Learning and growth
- Financials
- Internal business processes
- External business processes

Continued...

26. If Baharom Hamid is responsible for maintaining information links both inside and outside organizations by using mail, phone calls, and conducting meetings as daily activities, his role would be considered a:

- figurehead.
- liaison.
- negotiator.
- monitor.
- spokesperson.

27. When a local news paper in United States launched a news paper using a different language such as Spanish, with articles emphasizing Hispanic, Cuban, and Latin American news and sports, it is responding to changes in the _____ environment.

- sociocultural
- technological
- economic
- competitors
- suppliers

28. Seong Hoe Motors Sdn Bhd holds monthly planning and operational reviews to ensure that it is on track for meeting organizational goals. This involves which stage of the organizational planning process?

- Developing the plan
- Translating the plan
- Plan operations
- Executing the plan
- Monitoring and learning

29. Shirley works in the human resource department at Minuman Sejati Bhd. She believes she is seeing an increase in disciplinary problems among the workforce. She thinks she needs to investigate further. She is at what stage of the managerial decision making process?

- Diagnosis and analysis of causes
- Development of alternatives
- Recognition of decision requirement
- Evaluation and feedback
- Selection of desired alternatives

30. Communication and education tactic to change implementation should be used when:

- initiators clearly have power.
- group has power over implementation.
- change is technical.
- users need to feel involved.
- group will lose out in change.

Continued...

31. Siti Suhaila is a human resources manager at a fitness centre. She is currently in the process of determining the value and worth of executive positions within the fitness centre. This is referred to as _____.
a. compensation
b. rightsizing
c. wage and salary surveying
d. incentive pay
e. job evaluation

32. All of the following are true about employee network groups EXCEPT:
a. the groups are based on social identity.
b. the groups pursue a variety of activities.
c. the groups are formally created by the organization.
d. the mechanism of the groups work well with multicultural teams.
e. the groups help retain minority employees.

33. Which of the following is the most frequently used and a highly effective influence strategy?
a. Using rational persuasion
b. Rewarding desired behaviors
c. Relying on the rule of reciprocity
d. Making people like you
e. Developing allies

34. Which of the following is (are) part of keys to effective listening?
a. Listen for facts
b. Listen for ideas
c. Be passive, laid back
d. Have preconceptions
e. All of these

35. An advantage of the bottom-up budgeting process is:
a. its emphasis on bureaucratic control.
b. lower managers are more involved.
c. top managers control the information flow.
d. top managers are often not committed to achieving budget targets.
e. all of these.

Continued...

36. Mr You is the production manager for Can Build Construction, Sdn Bhd. He has decided to change the production procedure to increase efficiency. One of the long-time foremen is resisting the change, insisting that the idea won't work. Which of the following obstacle is he exhibiting?

- a. Disagreements about the benefits
- b. Uncertainty about the future
- c. A lack of trust
- d. Fear of organizational loss
- e. Different assessment and goals

37. All of the following are current strategic issues of particular concern to managers EXCEPT:

- a. right people to become more competitive on a global basis.
- b. right people for improving quality, innovation, and customer service.
- c. right people to become more competitive on a local basis.
- d. right people to retain during mergers and acquisitions.
- e. right people to apply new information technology for e-business.

38. Shortly after she landed a corporate-level job at InfoSync Bhd, Mastura formed a women's leadership group to help women advance within the company. Membership within the group was voluntary and open to women with a desire to advance in the company. Mastura's group can best be described as a(n):

- a. focus group
- b. network group
- c. self-help group
- d. diversity team
- e. multicultural team

39. Candice uses letters of support and money incentive as ways of influencing her subordinate's behaviors. All of these actions are highly valued by the work group. This is an example of:

- a. coercive power.
- b. legitimate power.
- c. reward power.
- d. expert power.
- e. referent power.

40. Jay, a divisional vice president of a consumer goods manufacturer, gives a presentation to all divisional employees to outline the company's goals for the coming year. This is an example of what type of organizational communication?

- a. Virtual communication
- b. Grapevine communication
- c. Lateral communication
- d. Downward communication
- e. Upward communication

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Section B: Attempt all questions.**Question 1**

List and describe with appropriate examples **FIVE (5)** forms of sexual harassment that may happen at the workplace.

(20 marks)

Question 2

Denise John knows that in order to have greater power and influence towards his employees, he needs to master interpersonal tactics. Briefly consult him with any **FIVE (5)** interpersonal tactics. List the **FIVE (5)** interpersonal tactics and elaborate the tactics with relevant examples.

(20 marks)

Question 3

Assuming that you are the Head of the Quality Assurance Department, you are now in the process of briefing the newly employed executives on various situations that may happen in the production line. Describe the **FOUR (4)** steps used in your department in building an effective feedback control model to monitor the product quality.

(20 marks)

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